

**Canadian
Intergovernmental
Conference Secretariat**

2013-14

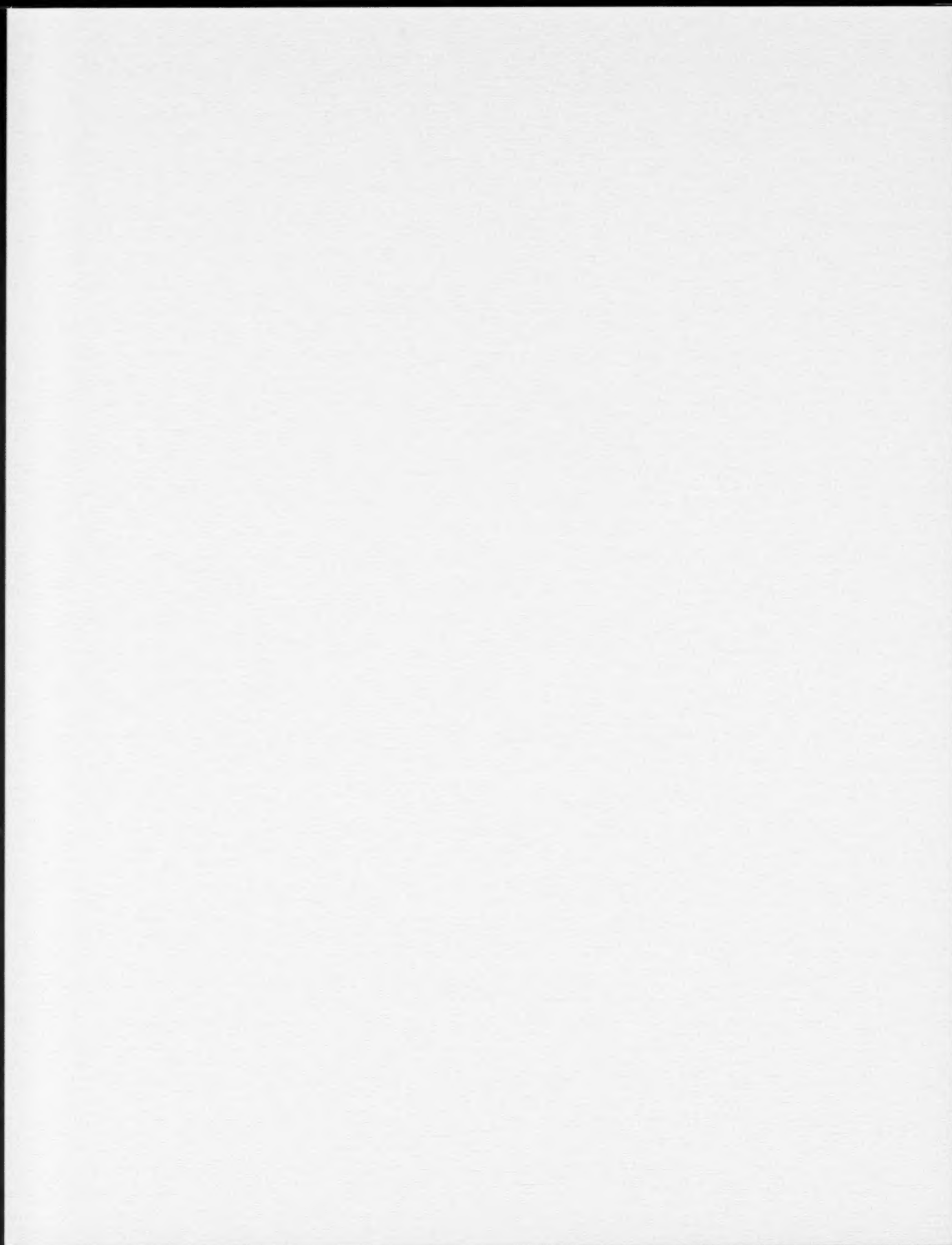
Report on Plans and Priorities

The Honourable Peter Penashue
President of the Queen's Privy Council for Canada
Minister of Intergovernmental Affairs



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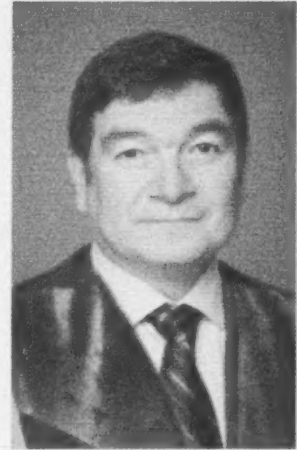
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Minister's Message

As president of the Queen's Privy Council for Canada, I am pleased to table The Canadian Intergovernmental Conference Secretariat's (CICS) *Report on Plans and Priorities* for the fiscal year 2013-14.

The Canadian Intergovernmental Conference Secretariat (CICS) provides professional administrative services for the planning and conduct of senior level federal-provincial-territorial (F/P/T) and provincial-territorial conferences held across Canada. In 2013-14, CICS will celebrate its 40th anniversary as the service provider of choice for the organization of these multilateral intergovernmental meetings.



The Secretariat is committed to evolving alongside the changing needs of their clients and is dedicated to supporting F/P/T tables in their efforts to modernize and transform how intergovernmental business is conducted. As an example, the organization is finding ways to integrate new technologies into its service delivery model.

During fiscal year 2013-14, CICS will continue to enhance and expand government partnerships, transform its service delivery model and review and adapt management practices to identify efficiencies and opportunities.

The Honourable Peter Penashue
President of the Queen's Privy Council for Canada
Minister of Intergovernmental Affairs

Section I: Organizational Overview

Raison d'être

The Canadian Intergovernmental Conference Secretariat (CICS), established pursuant to an agreement reached at the May 1973 First Ministers' Conference, is an agency of the federal, provincial and territorial governments. Its one program mandate is to provide administrative services for the planning and conduct of First Ministers, Ministers and Deputy Ministers level federal-provincial-territorial and provincial-territorial conferences.

These intergovernmental conferences are a key instrument for consultation and negotiation among the different orders of government and assist the development of national and/or provincial/territorial policies. They are a critical component of the workings of the Canadian federation and represent a core principle of our democratic society.

By skilfully executing the logistical planning and delivery of these meetings, CICS not only relieves federal, provincial and territorial governments of the administrative process burden but also allows them to greatly benefit from significant cost efficiencies and economies of scale which is particularly relevant in the current economic environment.

Responsibilities

Even though CICS was designated as a department of the federal government a few months after its establishment in 1973, its intergovernmental character and impartiality are guaranteed by the fact that its budget is supported by both orders of government and its staff is made up of public servants from federal, provincial and territorial governments. The Secretary reports to all governments annually. The operations are reviewed by federal and provincial senior officials designated by their respective First Ministers. CICS reports to Parliament through the President of the Queen's Privy Council for Canada.

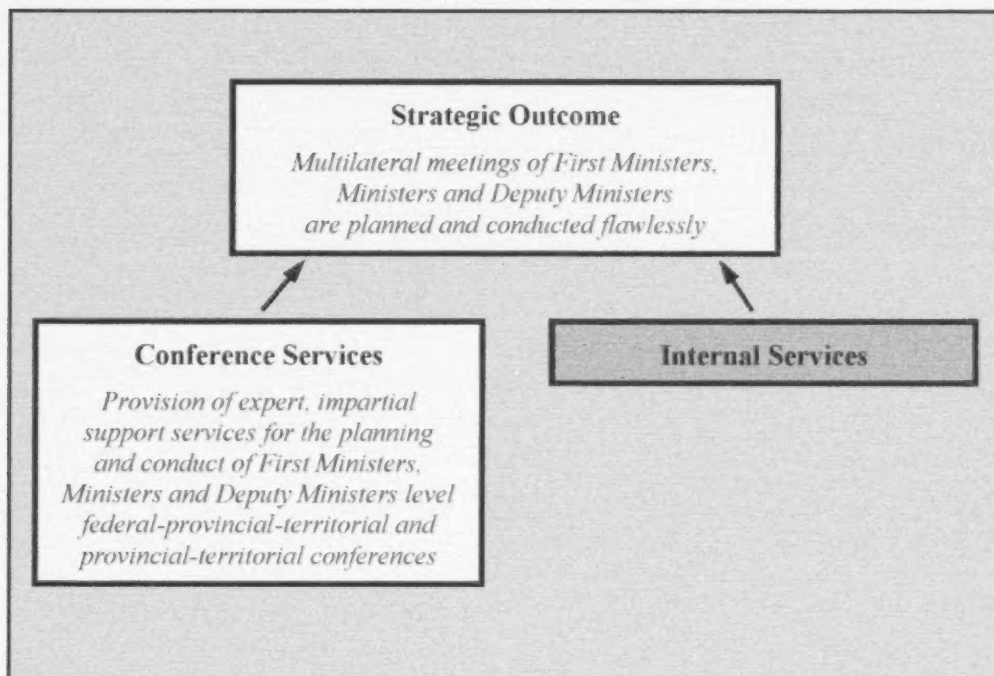
The mandate of the Secretariat is to provide continuous, effective and impartial administrative services to client departments who have been called upon to convene an intergovernmental meeting. These client departments span virtually every major sector of intergovernmental activity. CICS' primary objective is to relieve clients and meeting participants of administrative tasks, thereby enabling them to concentrate on substantive policy issues.

Strategic Outcome and Program Alignment Architecture (PAA)

In order to effectively pursue its mandate, CICS aims to achieve the following strategic outcome:

Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly.

CICS is a micro agency with a single program mandate. Its Program Alignment Architecture is presented below.



Organizational Priorities

Priority	Type	Strategic Outcome
Enhance and expand strategic partnerships.	Ongoing	Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly.
Description		
<p>Why is this a priority?</p> <p>In order for CICS to successfully deliver its strategic outcome the agency must be viewed as providing an essential service in the process of intergovernmental collaboration. Through improved dialogue, feedback assessments and marketing initiatives, this priority will strengthen the loyalty of existing clients and also increase the Secretariat's visibility among potential partners.</p> <p>Plans for meeting the priority</p> <ul style="list-style-type: none"> • Implement newly developed marketing tools for the Secretariat; • Develop additional tools to further support the marketing strategy; • Continued communication and consultations with current and potential federal, provincial and territorial clients; • Improve and expand CICS' corporate and program performance measurement tools; and • Explore opportunities for collaboration with other departments and agencies. 		

Priority	Type	Strategic Outcome
Transform CICS' service delivery model.	Ongoing	Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly.
Description		
<p>Why is this a priority?</p> <p>As the intergovernmental relations environment evolves, so do stakeholder expectations. This priority focuses on integrating new technologies into the service delivery model in order to achieve greater efficiencies and meet the needs of clients and partners.</p> <p>Plans for meeting the priority</p> <ul style="list-style-type: none"> • Integrate new technologies with service delivery processes; • Explore additional technologies to further support the modernization strategy; • Update on-line tools for use by the Secretariat's clients on a regular basis; and • Implement phase 2 of the videoconferencing service. 		

Priority	Type	Strategic Outcome
Review and adapt management practices to identify efficiencies and opportunities.	Ongoing	Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly.
Description		
<p>Why is this a priority?</p> <p>In light of the current economic environment, CICS is continuing to focus on shared services solutions, technology enhancements and cost efficiencies. This priority will ensure transparency and accountability and contribute to achieving excellence in management practices, resulting in effective and efficient use of resources in support of CICS's strategic outcome.</p> <p>Plans for meeting the priority</p> <ul style="list-style-type: none"> • Restructure the Conference Services division; • Develop and review training strategies for rapid integration of new staff; • Adopt a more flexible staffing approach; • Enhance budgeting and financial systems and develop business intelligence to support management decisions; • Implement new performance measurement tools throughout the organization to ensure efficient utilisation of resources; • Explore the use of new technologies to enhance communication, service delivery and improve management practices; • Explore and evaluate various shared services opportunities through partnerships and/or other means; and • Deliver cost efficiencies. 		

Risk Analysis

The Canadian Intergovernmental Conference Secretariat (CICS) is an organization whose sole program is to serve senior level intergovernmental conference activities undertaken by 14 governments and their respective departments. The Secretariat reports to all governments annually, and thus, must ensure that its services not only remain pertinent, impartial, confidential and equitable to all clients but, more importantly, that they are perceived as such in an environment that can be highly political. In the last few years, all orders of government have been faced with budget reductions and more recently they have been encouraged to modernize and transform intergovernmental business. Although these factors have led to a decline in face-to-face meetings, they have also introduced new and efficient methods of collaboration. As a result, CICS has seized the opportunity to adapt its service delivery model to incorporate new technologies which allow all partners and clients to benefit from efficiencies and attain their objectives.

The Secretariat has identified four key risks that may impact its ability to achieve expected results during the 2013-14 reporting period: Financial Management Risk, Human Capital Risk, Change Management Risk, and Security Risk.

Financial Management Risk

As a result of rising operational costs, fiscal restraints, increased stakeholder expectations and the complexity of restructuring the Conference Services division, there is a risk that sufficient resources may not be available to maintain appropriate service levels for client groups. CICS plans to mitigate this risk by reducing its impact and likelihood through the implementation of rigorous forecasting, budgeting and internal controls. In addition, CICS will identify efficiencies in current business processes and areas of improved collaboration to enhance results and outcomes. If greater efficiencies are created and benefits to stakeholders, clients and the public are perceived, the Agency's reputation may be affected positively.

Human Capital Risk

Due to the retirements and turnover of key personnel, there is a risk that CICS will be unable to sustain an experienced and professional workforce which may have an impact on program delivery. CICS plans to mitigate this risk through succession planning for key positions and establishing manuals to capture corporate knowledge. In addition, CICS will take the opportunity to enhance and modernize archival holdings, have experienced personnel mentor new employees and offer departing employees alternative work arrangements to help stagger departure dates and lessen the impact of staff turnover.

Change Management Risk

There is a risk that the organization's transformation agenda and internal restructuring may not be well understood or communicated to employees, resulting in lost opportunities for staff engagement. CICS plans to mitigate this risk by reducing its likelihood through a tailored implementation strategy and communications plan. In addition, CICS will take the opportunity to establish working groups to identify further efficiencies and generate short-term wins. Significant change and business transformation may inspire staff to rethink how they deliver on priorities relating to policy and programs which could lead to a fresh new culture at CICS.

Security Risk

There is a risk that security measures are not fully implemented, resulting in compromised classified information. CICS plans to continue mitigating this risk by reducing its impact and likelihood through personnel security screening and training, having secured IT networks, offering IT tools for secure document transportation, and following up on incident reports. While conducting such efforts to instill a culture of security risk aversion, CICS will also take the opportunity to offer regular scheduled information management training.

By recognizing and addressing the above-mentioned risks, the Secretariat continues to make steady progress toward the effective implementation of an integrated risk management plan.

Planning Summary

Financial Resources (Planned Spending — \$ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
6.0	6.0	6.0	6.0

Human Resources (Full-Time Equivalents—FTE)

2013-14	2014-15	2015-16
33	32	32

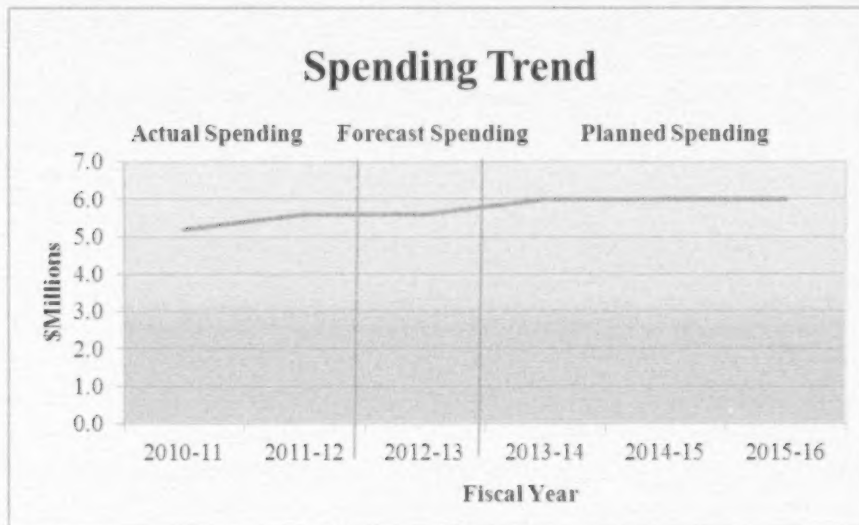
Planning Summary Table (\$ millions)

Program	Actual Spending 2010-11	Actual Spending 2011-12	Forecast Spending 2012-13	Planned Spending			Alignment to Government of Canada Outcomes
				2013-14	2014-15	2015-16	
Conference Services	3.0	3.5	3.5	4.2	4.2	4.2	<u>Well-managed and efficient government operations</u>
Internal Services	2.2	2.1	2.1	1.8	1.8	1.8	-
Total	5.2	5.6	5.6	6.0	6.0	6.0	-

The CICS does not convene intergovernmental meetings. It is called upon to respond to decisions taken by governments to meet on key national or specific issues. Decisions concerning the location of such meetings, their number in a given fiscal year, their timing and duration, are all factors beyond the control of the Secretariat. The level of CICS expenditures for each fiscal year is, however, directly affected by these factors.

Expenditure Profile

Departmental Spending Trend



Estimates by Vote

For information on our organizational appropriations, please see the [*2013-14 Main Estimates*](#) publication.

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome

Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly.

Program

Conference Services

Program Description

Provision of expert, impartial support services for the planning and conduct of First Ministers, Ministers and Deputy Ministers level federal-provincial-territorial and provincial-territorial conferences.

The CICS does not convene intergovernmental meetings. It is called upon to respond to decisions taken by governments to meet on key national or specific issues. Decisions concerning the location of such meetings, their number in a given fiscal year, their timing and duration, are all factors beyond the control of the Secretariat. The level of CICS expenditures for each fiscal year is, however, directly affected by these factors.

Over the next three years, the Secretariat has the capacity of serving approximately 100 conferences per year.

Financial Resources (\$ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
4.2	4.2	4.2	4.2

Human Resources (Full-Time Equivalent—FTE)

2013-14	2014-15	2015-16
23	23	23

Program Expected Results	Performance Indicators	Targets
Flawlessly planned and conducted events.	Survey results, client satisfaction letters, number of client departments utilizing the services are maintained or expanded.	90% satisfaction - High degree of stakeholder trust and confidence in CICS' institutional independent role and high degree of satisfaction with CICS services.

Program

Internal Services

Program Description

Internal Services are groups of related activities and resources that are administered to support the needs of a program and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Financial Resources (\$ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
1.8	1.8	1.8	1.8

Human Resources (Full-Time Equivalent—FTE)

2013-14	2014-15	2015-16
10	9	9

Program Expected Results	Performance Indicators	Targets
Effective support of the needs of programs and other corporate obligations.	Favorable survey results, audit reports, central agencies reports.	To maintain customer satisfaction and to ensure timely and accurate delivery of reports to central agencies.
Provide sound management and careful stewardship of assets, financial and human resources, and IT services, in accordance with principles of modern controllership.	Positive reviews and audit results.	Strong evidence of sound management in these regards.

Planning Highlights

Maintaining the highest degree of customer satisfaction, meeting corporate obligations and demonstrating sound management will continue to be the Secretariat's ultimate objectives for fiscal year 2013-14. The Secretariat is planning to restructure the Conference Services division and integrate new technologies throughout the agency in order to enhance communication, develop a more modern array of services and improve management practices to ultimately achieve the following strategic priorities:

1. Enhance and expand strategic partnerships to ensure that the Secretariat remains the preferred choice of governments for senior-level intergovernmental conference support;
2. Transform CICS's service delivery model so that it remains viable and relevant to clients; and
3. Review and adapt management practices by means of modernizing activities, enhancing stewardship and pursuing shared services opportunities.

The Conference Services program is responsible for the delivery of flawlessly planned and conducted events. The Internal Services program is expected to support the organization in meeting its mandate through sound management and careful stewardship of assets, financial and human resources, and IT services.

In order to evaluate its performance, the Secretariat will continue to analyze and report on various client survey results, client satisfaction letters, audit results and reviews in relation to the identified targets. In addition, the Secretariat will also develop new evaluation tools in order to better assess its operational and internal services.

Section III: Supplementary Information

Financial Highlights

Future-Oriented Condensed Statement of Operations and Departmental Net Financial Position

For the Year (ended March 31)

(\$ millions)

	\$ Change	Forecast 2013-14	Estimated Results 2012-13
Total expenses	(0.3)	5.5	5.8
Total revenues	-	-	-
Net cost of operations before government funding and transfers	(0.3)	5.5	5.8
Departmental net financial position	-	-	-

Future-Oriented Condensed Statement of Financial Position

For the Year (ended March 31)

(\$ millions)

	\$ Change	Forecast 2013-14	Estimated Results 2012-13
Total net liabilities	-	0.9	0.9
Total net financial assets	-	0.7	0.7
Departmental net debt	-	0.2	0.2
Total non-financial assets	-	0.2	0.2
Departmental net financial position	-	-	-

Future-Oriented Financial Statements

The complete future-oriented financial statements can be found on CICS's website at:
<http://www.scics.gc.ca/english/view.asp?ccid=143>

List of Supplementary Information Tables

All electronic supplementary information tables listed in the *2013-14 Report on Plans and Priorities* can be found on the [Canadian Intergovernmental Conference Secretariat's website](#).

- ▶ Greening Government Operations;
- ▶ Upcoming Internal Audits and Evaluations over the next three fiscal years; and
- ▶ Sources of Non-Respendable Revenue.

Tax Expenditures and Evaluations Report

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations* publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

Section IV: Other Items of Interest

CICS is an agency of the federal, provincial and territorial governments and, as such, acts as a neutral intergovernmental body. The Secretariat produces an annual report to Governments detailing the activities of the agency. It can be found on CICS' website at www.scics.gc.ca.

Organizational Contact Information

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